

# Making the Shift: Becoming a Housing First Community

**King County, Washington**

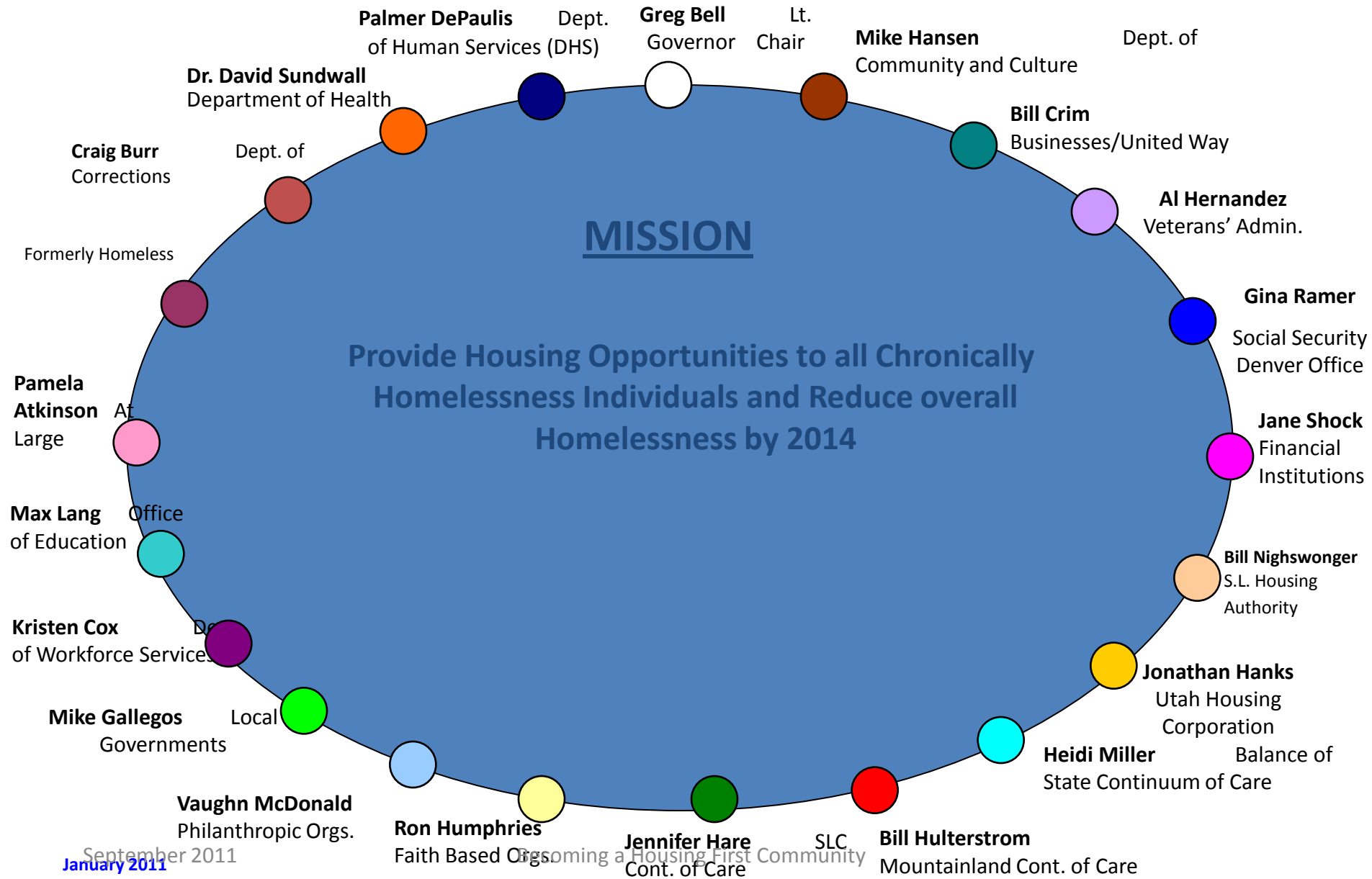
September 12, 2011

Presentation by The Road Home  
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# Utah/Salt Lake County Overview

- Utah Population 2.7 million (1 million in SL County)
- 2011 Utah Homeless PIT count is 3,114
- SL County is 1,986
  - (The Road Home shelters 950 individuals per night in winter; 650-700 year-round)
- FMR for a 2 bedroom in SL County is \$826

# Utah State Homeless Coordinating Committee



# Homeless System Structure

- State Homeless Coordinating Council
- Salt Lake Homeless Coordinating Council
- Continuum of Care Committee
- The Road Home serves men, women and families
- Other shelters are small and focused (Rescue Mission, YWCA, Family Promise)

# The Road Home Overview

- Largest homeless shelter in Intermountain West
- We shelter 800 men, women and children each night year round, 1000 during cold winter months.
- 120 staff members, 60 exclusively working in Housing Administration and Supportive Services (in 2000 it was 4!)

# Making the Change – Housing First for Chronically Homeless

- Held staff focus groups geared toward Housing First.
- Created a resource library in our break room with literature from other successful communities.
- Community stakeholders answered the call for a 10 Year Plan, adopted one and stuck to it!
- We created a collaborative pilot modeled after Pathways New York. The program was hugely successful and has grown from 17 participants in 2005 to 65 today.
- Community has developed over 500 new PSH units since 2005.

# Partners and Collaborations

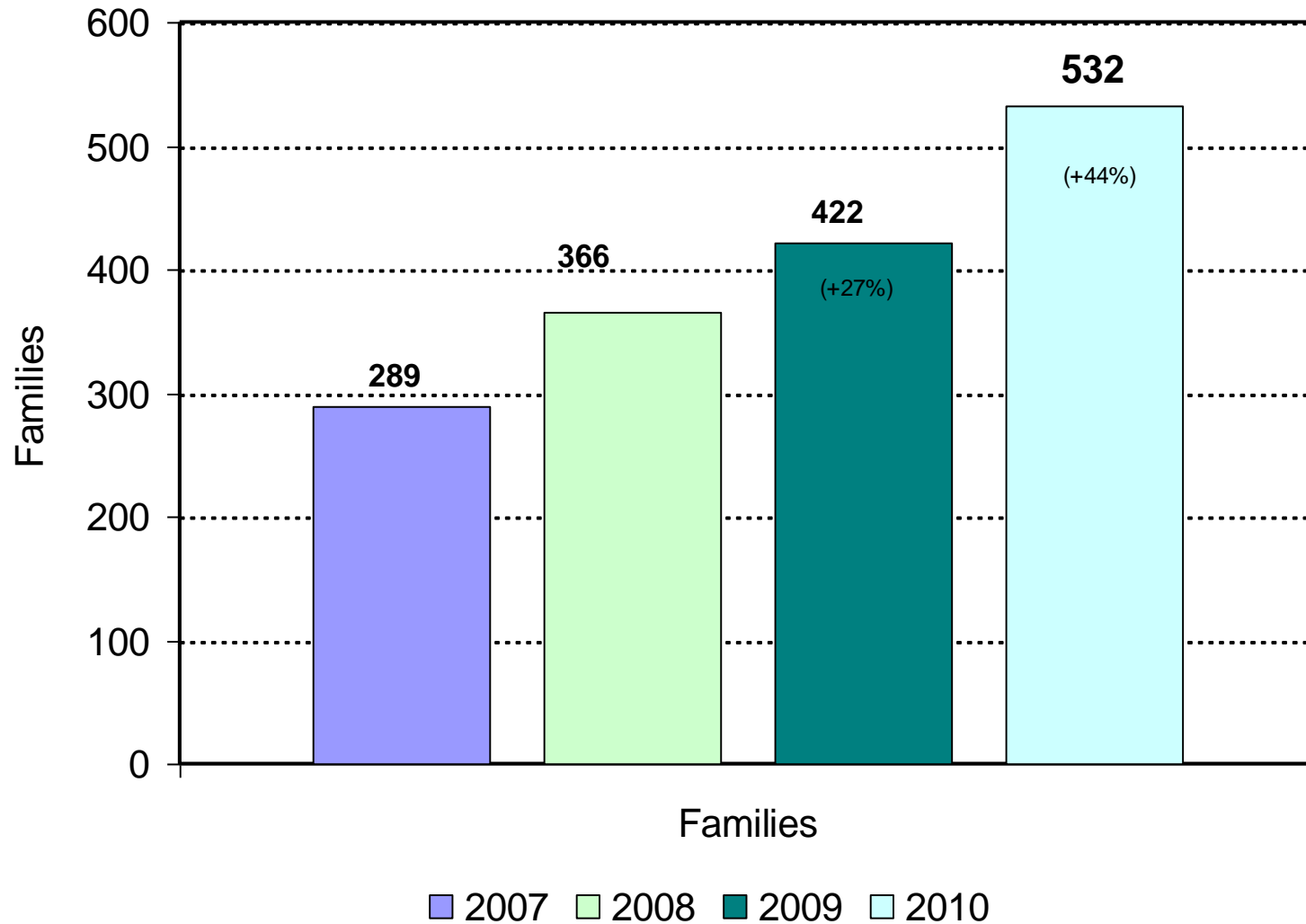
- Housing Authorities
- Department of Workforce Services
- City, County and State Governments
- Partner Service Agencies
- LDS and other Churches
- School Districts
- Many more!

# What Pressured the Change?

- Having Housing and Shelter under the same roof is key. Families are visible.
- Internal pressure to serve more people without building a larger shelter
- For many years, family programming stayed level. The number of families in shelter spiked. We had shifted to Housing First for singles, now we were poised to include families.



## ***The Road Home - Family Shelter Counts***



# History of Housing Program Capacity

- 2000 – Transitional Housing 26 units. Started Tenant Based Rental Assistance (TBRA Program) with \$300,000. Placed 22 households in scattered site housing.
- 2005 – Managed 3 TBRA Programs w \$500,000.00. Also accessed S+C, TH, small PSH program, etc. Served 90 households/year.
- **WE NEEDED MORE OPTIONS!** % of families coming to shelter doubled in five years.

# Current Housing Program Capacity

- Today, we provide supportive housing to over **700** households in the community. 201 of them are in PSH units, the remainder in scattered site housing with HPRP/TANF subsidies, TBRA or S+C subsidies, Transitional Housing etc.

# Change in Service Delivery

- Historically, Emergency Shelter stays for families averaged 3 months.
- We had limited housing options to help families.
- Many families waited in shelter until their name came up for Public Housing or Section 8.

# Challenges in Making the Switch

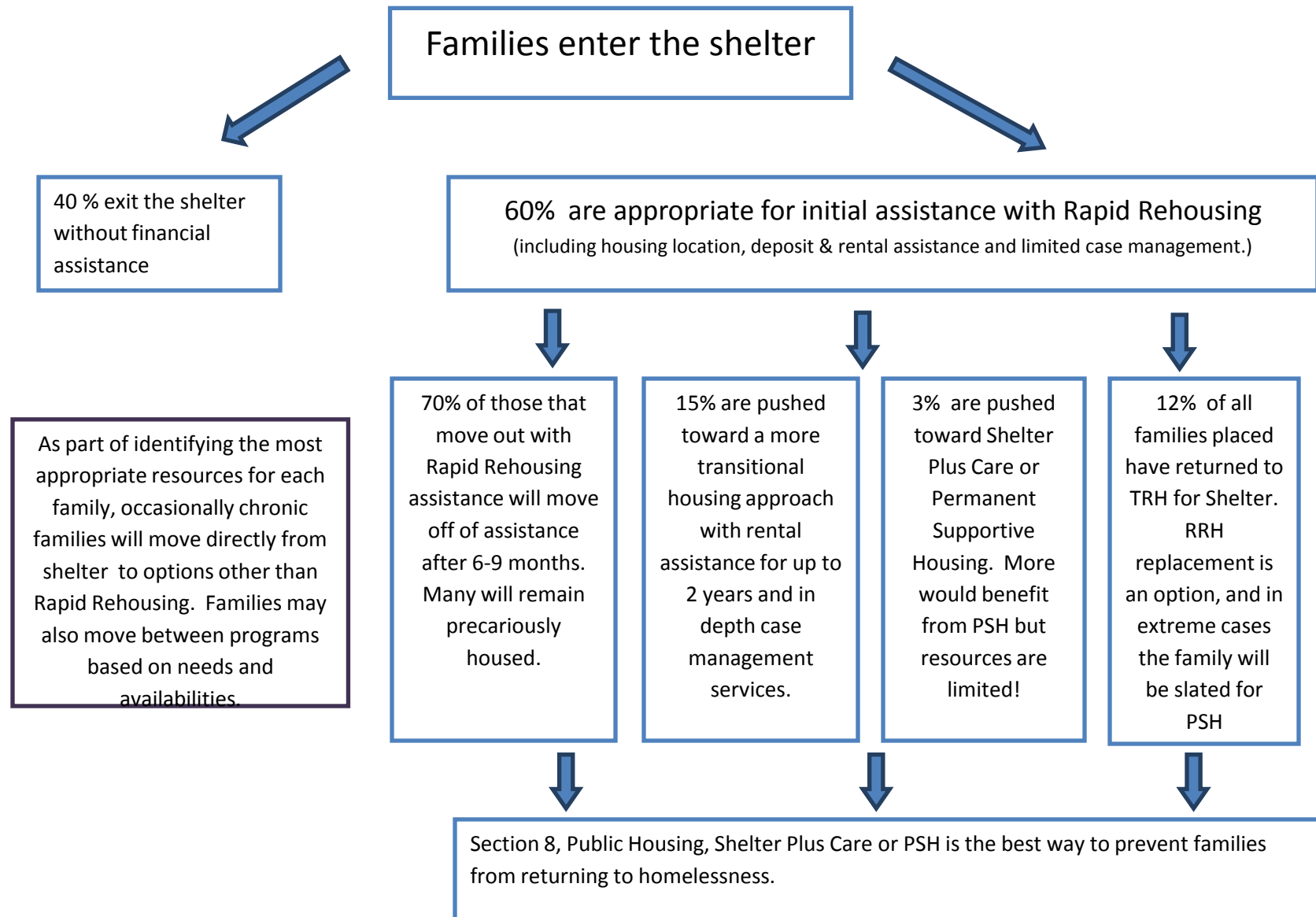
- Our housing program was a satellite rotating around the shelter. We had to have them “switch” places.
- Shelter was comfortable and nurturing for families. Housing is scary! Safety and security is a priority.
- The gap between Shelter Case Management and Housing Case Management was HUGE. CMs had to find the value in pushing people out rather than stabilizing them in shelter.
- We had to change how we thought about barriers. People have lots of personal barriers, but what were their housing barriers?
- Difficult to find the right housing type for each household.
- Households had a hard time believing it was right for them to be moved out of shelter so quickly.

# How We Did It

- Transformed Emergency Assistance, Intake and Shelter Case Management offices to a Central Intake and Assessment Office.
- Families are helped with emergency assistance, assigned to a shelter bed and to a Housing staff member all at once.
- Families have a housing assessment at shelter intake.
- \$5 million in RRH completed the transformation.

## Meeting the housing needs of families through progressive engagement

As part of our progressive engagement approach, most families can initially move out of the shelter with Rapid Rehousing assistance. Our team assesses each family's unique situation and tailors housing options to fit each family's specific needs and barriers.



# How Do You Fund Change?

- Reallocated internal resources. Shifted employment staff to housing staff, monitor staff to housing staff.
- Reallocated existing program resources. Shifted funding for shelter nights to housing subsidies.
- Always seek new programs – HOME funding increases, Continuum of Care possibilities (Shelter Plus Care and SHP), private funding.
- County Government
- Housing Authorities



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